Organizational Behavior Research

Department of Management

Department of Psychology

FINAL REPORT ON TRANSITION
SOCIALIZATION EFFECTIVENESS
YEARS ONE AND TWO

C.D. Fisher, J.B. Shaw,
R.W. Woodman, W.H. Mobley

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This report summarizes the first two years of our research on transition socialization effectiveness. This work had two major thrusts: socialization of new organization members, and resocialization/adjustment processes following intraorganizational transfer. Research products, research still in progress, and future plans are all discussed.

This research program, initiated in October 1980, deals with the processes by which individuals are successfully (or unsuccessfully) socialized during their transition across various organizational boundaries. The transitions of particular interest are entry into the organization and transfer to a new position, unit, and/or location. These transitions are endemic to formal organizations, including the military.

The original proposal suggested a three-year research program. The first two years have been completed and are summarized in this final report. The third year research has been approved for May 83 - May 84 from Applied-developmental funding. Plans for the third year are briefly summarized in the last section of this report.

Introduction

Organizations continuously bring in new recruits or employees and move employees to new positions, units, and/or locations. With these transitions comes the need for the individual to learn and adapt to the new role requirements. The organization must provide means for communicating and reinforcing the role requirements and, within limits, adapting to the new member. This learning-communicating-adapting process is what is meant by the socialization process.

To the extent the socialization process is successful, individuals learn their new role, perform effectively in it, and within limits, may even modify the role to the mutual advantage of individual and organization (Van Maanen & Schein, 1979). To the extent the socialization process is not successful, individuals may behave in unacceptable ways, reject the organization and leave, or withdraw psychologically (Wenous, 1980). The lack of effective role behavior and excessive turnover in some organizations may

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well be linked to inadequacies in the socialization process. Given this premise, it becomes important for organizations, be they military, private sector, or public sector, to have a good understanding of the socialization process and the mechanisms available for facilitating successful socialization. While the organizational and behavioral sciences have provided a good foundation for understanding socialization processes in organizations (e.g., Graen, 1976; Katz & Kahn, 1978; Louis 1980; Schein, 1978; Van Maanen, 1976; Wanous, 1980), a great deal remains to be learned about such processes (Fisher & Weekley, 1982; Schein, 1978).

The objective of this research program was to further contribute to the body of knowledge on socialization processes by focusing on transitions, both into organizations and into different positions, units, or locations. We feel that we have made a significant contribution, as evidenced by the technical reports generated by this research program (see Table 1 for a list of reports and abstracts), and by forthcoming reports of research begun during the first two years of this project that is still in progress.

As noted above, this research program has two major thrusts within the area of organizational socialization: newcomer socialization, and socialization following intraorganizational transfer. Our work in these areas will be summarized in sections two and three of this report. Section four presents other related research done by the four investigators during the grant period, and section five concludes with our plans for future research in this area.

TR-ONR-1   Shaw, J.B., and Weekley, J.A. The Effects of Socially Pro-
            vided Task Information on Task Perception, Satisfaction, and
            Performance. ADA 107621, September, 1981.

One hundred eighty-nine female subjects worked on a clerical task under
either 1 or 3 person social influence conditions in which positive, nega-
tive or neutral affective information about the task was presented to the
subjects by confederates of the experimenter. The effects of these differ-
ent social influence conditions on task satisfaction, performance and task
perceptions were examined. Subjects in the negative influence conditions
expressed lower levels of task satisfaction but did not perform differently
or perceive the task differently than subjects in the positive or neutral
conditions. The one or three person influence manipulation had no effect
on satisfaction or perception and only a marginal effect on performance.
The results are discussed in terms of social influence processes in actual
job redesign situations.

TR-ONR-2   Mobley, W.H., and Hwang, K.K. Personal, Role, Structural,
            Alternative and Affective Correlates of Organizational Commitment.
            ADA 112272, January, 1982.

The generalizability of the correlates of organizational commitment is
examined using two definitions of commitment. Personal, job, organizational,
and labor market variables are examined in relation to organizational
commitment and employee turnover. Results for Taiwan workers are generally
similar to published studies of U.S. and Japanese workers, with some ex-
ceptions. The definition of organizational commitment does make a differ-
ence. Implications for commitment and turnover research are discussed.

TR-ONR-3   Shaw, J.B. and Goretsky, C.H. The Reliability and Factor
            Structure of the Items of the Job Activity Preference Ques-
            tionnaire (JAPQ) and the Job Behavior Experience Questionnaire
            (JBEQ). ADA 112273, January, 1982.

This was an initial investigation of the reliability and factor structure
of the Job Activity Preference Questionnaire (JAPQ) and the Job Behavior
Experience Questionnaire (JBEQ). 89 college students completed a combined
form of the JAPQ/JBEQ twice over a four day period. Item test-retest re-
liabilities were computed and appeared, in general, to be satisfactory.
Data on the JAPQ/JBEQ was collected on an additional 173 students and was
combined with that of the 89 students (first administration).
Six separate factor analyses were conducted on the items from the six
"divisions" of the JAPQ and also the JBEQ. A total of 36 "divisional
dimensions" of the JAPQ were identified. The factor structure of the JBEQ

included 39 divisional dimensions. These data are discussed in terms of the potential use of these instruments as measures of job transition difficulty and the need for additional psychometric work.

TR-ONR-4   Fisher, C.D., and Weekley, J.A. Socialization in Work Organizations. ADA 113574, February, 1982.

This report is a review of the literature on organizational socialization. The report discusses the content of socialization, including both what is learned during socialization, and the outcomes of organizational socialization. The process of socialization is also thoroughly discussed, including anticipatory and in-role socialization. The latter topic is treated in sections on stages of socialization, the motivational bases of socialization, structures and strategies which impact on the outcomes of socialization, and agents of socialization. Throughout the report, existing literature is critically evaluated and specific hypotheses for further research are suggested. In the concluding section, a summary model of important variables and processes relating to socialization is presented, together with some general prescriptions for future research on model elements.

TR-ONR-5   Fisher, C.D., Wilkins, C., and Eulberg, J. Transfer Transitions. ADA 113607, February, 1982.

This report is a review and synthesis of the literature on job transfers. Transfers are job and location changes within the organization which necessitate both adjusting to/learning a new job for the employee, and adjusting to a new community for the family. Very little is known about either of these two processes. This report summarizes past research and suggests new hypotheses in the areas of employee and family adjustment to both domestic and foreign transfers. In another section, an organizational view of the costs and benefits of transfers is presented. The final section pinpoints the few "facts" we have discovered about transfer adjustment, and suggests major areas in need of additional research.

TR-ONR-6   Baysinger, B.D., and Mobley, W.H. Employee Turnover: Individual and Organizational Analyses. ADA 114439, April, 1982.

Drawing on both the psychological and economic literatures and methodologies, the conceptual basis for modeling aggregate employee turnover in an organization is presented. The objective is to develop an analytic framework that will be useful at the policy making level in the organization. A working synthesis of psychological and economic perspectives should further our understanding and management of turnover phenomena.

TR-ONR-7   Fisher, C.D., and Gitelson, R.J. A Meta-Analysis of the Correlates of Role Conflict and Ambiguity. ADA 116300, May, 1982.

The correlational literature concerning the relationships of role conflict and ambiguity to numerous hypothesized antecedents and consequences is still somewhat unclear after a decade of research. Schmidt-Hunter meta-analysis procedures were applied to the results of 43 past studies in an effort to draw valid conclusions about the magnitude and direction of these

relationships in the population. For some correlates, apparently inconsistent research results could be ascribed largely to statistical artifacts. For other correlates, it seems that moderator research is needed to explain conflicting results across samples.

TR-ONR-8   Fisher, C.D. Identifying the Outcomes of Socialization: Two Studies. ADA119334 August, 1982.

The outcomes of the process of organizational socialization have been inadequately defined and researched. This report contains a review of outcomes mentioned or measured by past researchers, followed by two studies intended to identify outcomes. The first consists of a factor analysis of many measures used as outcomes in past research, for the purpose of idenrifying underlying dimensions of adjustment to organizations. Nineteen outcome measures could be reduced to four or five factors. The second study utilized qualitative data on outcomes perceived by new organization members. Outcome categories derived from these data reproduced some previously used outcomes (resolution of role conflict, mutual influence, performance); did not include other commonly measured outcomes (job satisfaction, job involvement, internal work motivation, innovation, commitment); and revealed several new outcome constructs (self-confidence, independence in action, changed use of questions, tolerance of change, having a system, conveying confidence).

TR-ONR-9   Woodman, R.W., and Shaw, J.B. A Study of Marine Corps Transfers: Expectations, Work Stress, Norms, and Information Sources. ADA 123430, November, 1982.

This paper reports an exploratory effort to understand more fully the transfer socialization processes experienced by a selected group of Marine Corps personnel. Major issues addressed are (1) expectations held prior to a military transition to a new duty assignment and subsequent accuracy of these expectations, (2) work stressors experienced during transition and coping mechanisms, (3) changes in norms following unit transfer, and (4) sources of information about the transfer and accuracy of the sources. The report summarizes preliminary analysis performed on the data gathered from a Marine Corps battalion before and during a transfer from Camp Pendleton to Okinawa.

TR-ONR-10   Fisher, C.D. The Role of Social Support in Organizational Socialization. ADA   May, 1983.

The literature on the direct and moderating effects of social support on job stress and strain were applied to the stressful experience of organizational socialization. Co-worker and supervisor support were found to have main effects on un-met expectation stress and on strain (dissatisfaction, low commitment, turnover, intent to turnover, and low self rated performance) among new employees, but not to have moderating effects. It was concluded that social support facilitates adjustment to a new job regardless of stress level.

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Our work on newcomer socialization included a major review and integration of the literature, an effort to develop a typology of the outcomes of newcomer socialization, and a longitudinal field study of the role of social support in facilitating newcomer adjustment.
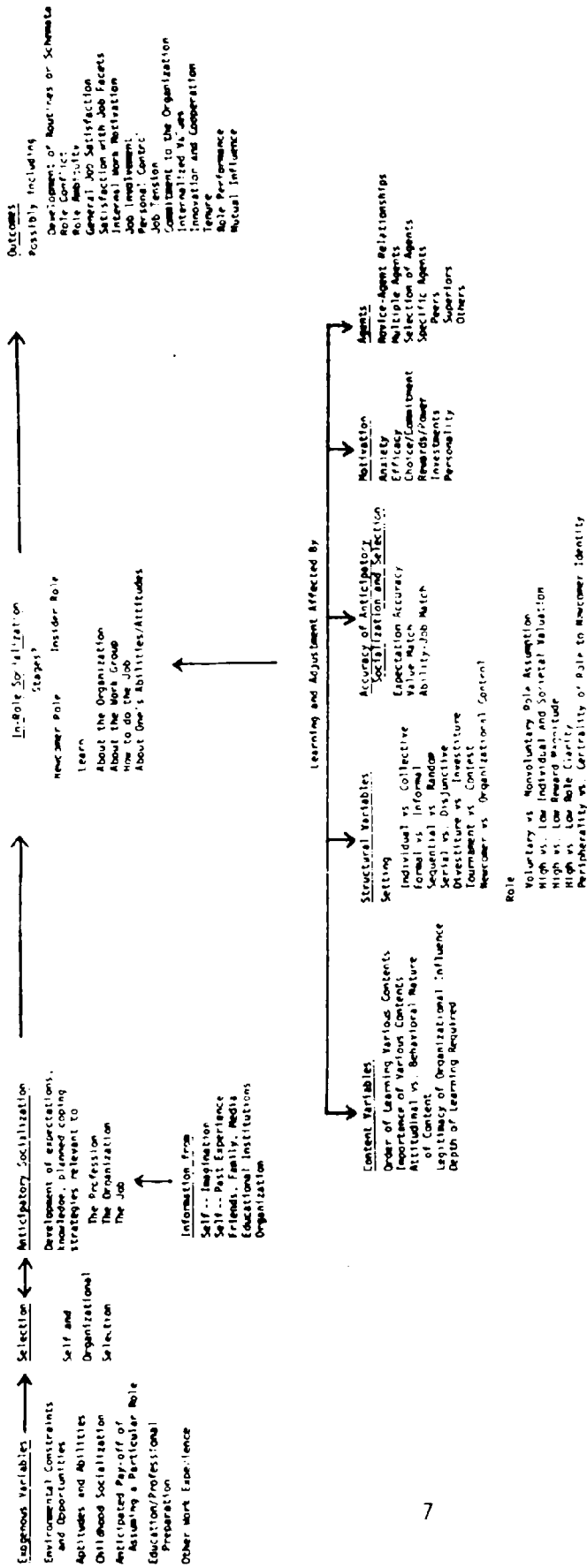
Literature Review. A major review of the relevant literature was undertaken in year one and completed early in year two. This resulted in an in-depth review and critique of organizational socialization research and theory, which was issued as Technical Report #4 (Socialization in Work Organizations, Fisher & Weekley, February 1982). It focuses upon the content (what is learned during socialization, what the outcomes of socialization are) and the process (stages of socialization, newcomer motivation to be socialized, agents of socialization, structural factors affecting socialization) of socialization in work organizations. A model was developed (see Figure 1) and numerous hypotheses concerning the elements of the model were proposed. A shortened version of this report was sent to Psychological Bulletin for review, and is now being revised for resubmission.

Outcomes of Newcomer Socialization. The literature review revealed there is little concensus on the actual outcomes of a successful socialization/adjustment process. Thus, two studies were undertaken to gather preliminary information on the outcomes of newcomer socialization.

In study one, newly hired nurses responded to questionnaires containing 19 instruments designed to measure the outcomes of socialization which were mentioned in the literature (mutual influence, innovation, organizational and professional commitment, performance, job satisfaction, internal work motivation, job involvement, adjustment to co-workers, role conflict

Figure 1

Variables and Processes of Socialization

Exogenous Variables
Environmental Constraints and Opportunities
Aptitudes and Abilities
Childhood Socialization
Anticipated Pay-off of Assuming a Particular Role
Education/Professional Preparation
Other Work Experience

Selection
Self and Organizational Selection

Anticipatory Socialization
Development of expectations, knowledge, planned coping strategies, relevant to
  The Profession
  The Organization
  The Job

Information from
  Self -- Imagination
  Self -- Past Experience
  Friends, Family, Media
  Educational Institutions
  Organization

In-Role Socialization (Stages)
Newcomer Role → Insider Role

Learn
  About the Organization
  About the Work Group
  How to do the Job
  About One's Abilities/Attitudes

Outcomes
Possibly including
  Development of Routines or Schemata
  Role Conflict
  Role Ambiguity
  General Job Satisfaction
  Satisfaction with Job Facets
  Internal Work Motivation
  Job Involvement
  Personal Control
  Job Tension
  Commitment to the Organization
  Internalized Vs. Values
  Innovation and Cooperation
  Tenure
  Role Performance
  Mutual Influence

Learning and Adjustment Affected By

Content Variables
Order of Learning Various Contents
Importance of Various Contents
Attitudinal vs. Behavioral Nature of Content
Legitimacy of Organizational Influence
Depth of Learning Required

Structural Variables
Setting
  Individual vs. Collective
  Formal vs. Informal
  Sequential vs. Random
  Serial vs. Disjunctive
  Divestiture vs. Investiture
  Tournament vs. Contest
  Newcomer vs. Organizational Control

Role
  Voluntary vs. Nonvoluntary Role Assumption
  High vs. Low Individual and Societal Valuation
  High vs. Low Reward Magnitude
  High vs. Low Role Clarity
  Peripherality vs. Centrality of Role to Newcomer Identity

Accuracy of Anticipatory Socialization and Selection
Expectation Accuracy
Value Match
Ability-Job Match

Motivation
Anxiety
Efficacy
Choice/Commitment
Rewards/Power
Investments
Personality

Agents
Novice-Agent Relationships
Multiple Agents
Selection of Agents
Specific Agents
  Peers
  Superiors
  Others

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and ambiguity, etc.). Measures were taken after both three and six months on the job. Factor analyses of scale scores were conducted in an effort to discover underlying dimensions of adjustment to new jobs. In addition, variables which changed significantly in the critical three to six month employment period were identified. Study two used qualitative data to define outcomes of socialization as perceived by new and experienced nurses. Specifically, nurses were asked to describe how a new nurse is different from a "fully adjusted" experienced nurse. Statements were used to create categories by the method of constant comparisons (Glaser and Strauss, 1967), and a number of new affective and behavioral outcomes were discovered. Complete results are reported in Technical Report #8 (Identifying the Outcomes of Socialization, Fisher, August 1982).

Both studies seemed to converge on two classes of short term outcomes: becoming a competent performer, and learning to get along with others in the work setting. Longer term outcomes which may result from successfully accomplishing task and interpersonal adjustment include job satisfaction and commitment. As a result of these findings, the NCO transfer study (described below) includes measures designed to assess task and interpersonal adjustment separately.

Longitudinal Field Study of New Nurse Socialization and Social Support. This study was undertaken to determine the role that social support from co-workers and superiors plays in the adjustment of newcomers to their jobs. The socialization literature suggests that entering a new job is stressful, while the stress literature indicates that social support can directly minimize perceived stress, or directly enhance outcomes such as satisfaction, or "buffer" the relationship between stress and outcomes such

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that in the presence of high social support, stress will not produce the dysfunctional outcomes that it otherwise would (c.f. House, 1981; La Rocco, House, and French, 1980).

Stress was operationalized as net undermet expectations between what new hires thought the job would be like prior to coming to work, and the way the job actually was after three and six months. Thus, three waves of data collection occurred. Two hundred and ten new nurses returned all three questionnaires.

Analyses indicated that social support is negatively related to stress and positively related to adjustment outcomes such as satisfaction, commitment, and intention to remain on the job. No buffering effects were found, but the main effects indicate that social support is helpful for all newcomers, regardless of the level of stress they may encounter. Full details can be found in Technical Report #10 (The Role of Social Support in Organizational Socialization, Fisher, May 1983). An article describing this research is presently under review at a major journal.

Transfer Transitions

Our work on socialization and adjustment following transfer had four components. The first was a literature review, followed by two longitudinal studies of actual transfers and one cross-sectional study of recently transferred expatriate employees.

Literature Review. A literature review focusing specifically on geographical transfers was prepared (Transfer Transitions, Fisher, Wilkins, & Eulberg, February 1983). Foreign and domestic transfers were discussed from the point of view of both the organization and the employee. The primary finding of this review was that very little is known about individual

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and family adjustment to organization sponsored moves, and that a great
deal of research is still needed. Past research was especially lacking in
the area of employee adjustment to a new job within the same organization.

U.S. Marine Corps Unit Rotation Study. A longitudinal study of mili-
tary transition effectiveness was begun in August 1981 with Marine Corps
personnel. Major issues addressed in the study were (a) sources of inform-
ation about new assignments, (b) the impact of realistic expectations on
subsequent socialization and performance, and (c) specification of effec-
tive and ineffective coping behaviors.

Preliminary interviews with personnel recently returned from unit or
individual rotation to Okinawa were conducted at Camp Pendleton in August,
1981. These interviews were used to develop and refine the questionnaires
and interview guide used in later data collection. In October of 1981,
eighty-eight individuals who were about to be rotated to Okinawa completed
questionnaires and were interviewed. Follow-up interviews were conducted
with seventy-three of these people in May of 1982 during the last month of
their stay in Okinawa. Preliminary reports of some of the findings from
this study were presented at the APA Division 19 workshop on "Armed Forces
Personnel Retention Issues," August 22, 1982, and at the Military Testing
Conference in November 1982. The first technical report on this study,
TR-ONR-9 (A Study of Marine Corps Transfers: Expectations, Work Stress,
Norms, and Information Sources, by Woodman and Shaw) was issued in
November, 1982. Further analyses using data tapes provided by the Marine
Corps are underway, and one or two additional reports will be issued this
summer.

Turkish Expatriate Adjustment Study. The transition of expatriate em-

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ployees to firms in Turkey was studied by one of our Turkish Ph.D students during the summer of 1982. Although this study was not directly funded by the current contract, the conceptual basis for the study comes from our ongoing work on transition socialization and the results are relevant to our research goals. It is likely that this research will lead to a dissertation on expatriate socialization.

The study involved in-depth structured interviews with 28 managerial and technical employees of non-Turkish firms who were stationed in Turkey. Expatriates were interviewed about success, selection, training, compensation, expectations, satisfaction, and adjustment. Success on a foreign assignment was defined by interviewees as effective performance of the assignment, personal satisfaction, and adjustment to local conditions. While all interviewees felt reasonably successful in adjusting to their new job and location, they were able to pinpoint factors which tended to hinder adjustment. These were: 1) family related problems, either adjustment and schooling problems when families were present, or problems stemming from separation when the family had not accompanied the employee, 2) problems with governmental and organizational bureaucracy, 3) language and communication barriers, and 4) lack of recreation and entertainment. Interestingly, Marines transferred to Okinawa mentioned many of the same factors.

Although the sample size was small, simple correlational analyses were conducted and a very preliminary model of the contributors to expatriate adjustment was developed. This can be found in Figure 2. A complete report of this research is in preparation and will be issued this fall.

Individual Transfer of NCOs Study. The Marine Corps Study had focused on the adjustment of predominantly lower ranking (E4 and below), single,

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Figure 2

MODEL OF EXPATRIATE SUCCESS
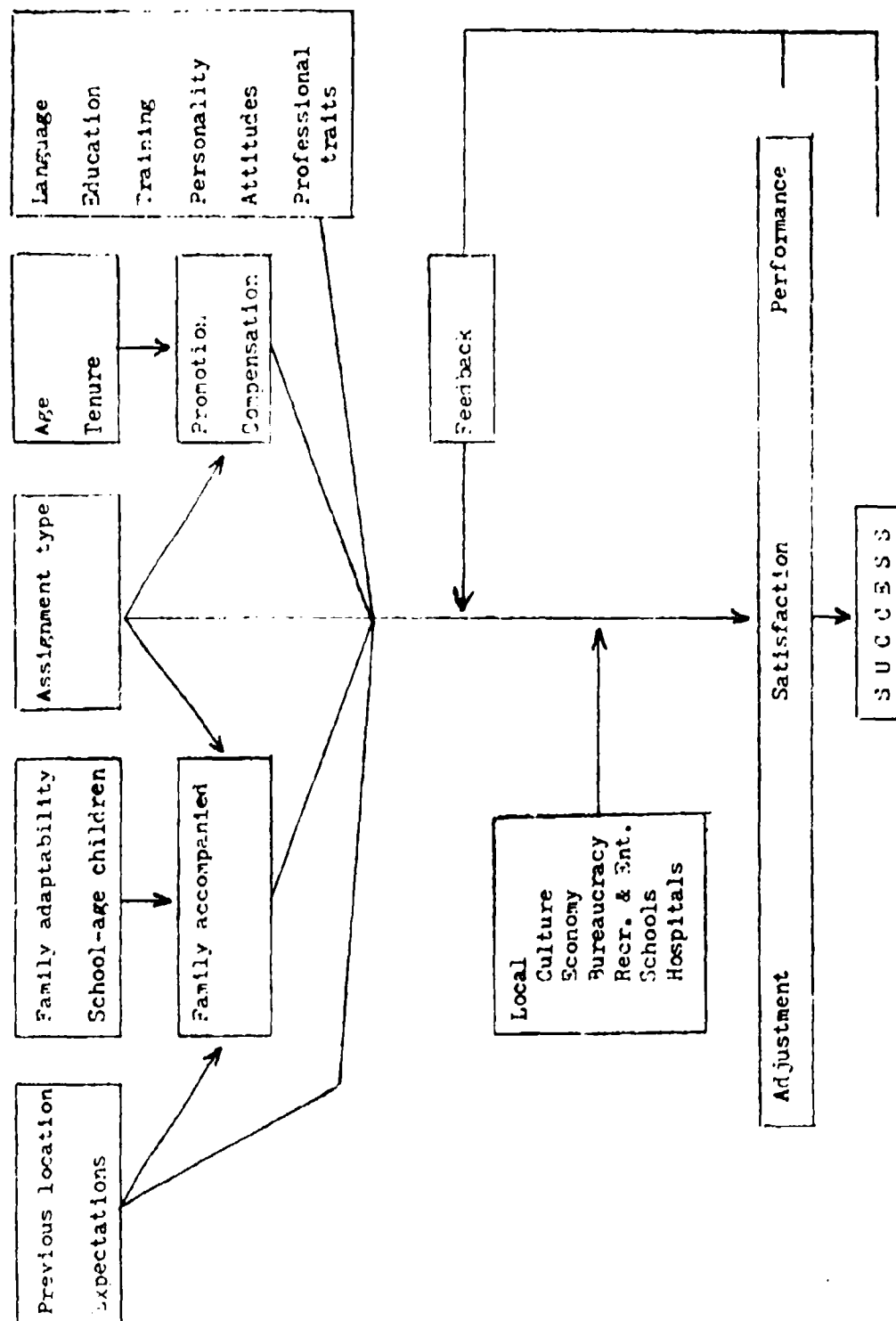
first term personnel to a unit rotation overseas. In order to learn more about transfer, we undertook a second longitudinal study utilizing quite different people -- Senior NCOs (E5 and above) making individual transfers. Most of the NCOs were married, and some were being transferred overseas, while others were making domestic moves. The sample included approximately 150 individuals from bases in Texas, Louisiana, and Arkansas who were scheduled to change duty stations between June 1983 and November 1983. An effort was made to select individuals who had a history of either high (6 or more moves) or low (3 or fewer moves) rotation frequency. All individuals were administered a questionnaire and an interview prior to moving, in May 1983. A follow-up questionnaire will be mailed to each participant three months after arrival at the new location. The study has two aims: 1) to develop a model of the individual and situational determinants of reluctance to move, and 2) to develop a model of the individual and situation predictors of adjustment following transfer. The role of previous transfer frequency will be investigated as a part of both models.

A preliminary report on the pre-move data will be issued this fall, while the full predictive models will not be available until the summer of 1984, due to the lag involved in collecting post-move data.

Other Related Research

A list of the publications and presentations of the four principal investigators during the contract period can be found in Table 2. Masters theses supported directly or indirectly during this period are also listed. Projects which have particular relevance for transition socialization are explained further below.

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Table 2

Activities of Investigators During Grant Period

JOURNAL ARTICLES

Abelson, M. A. & Woodman, R.W. Review of Research on Team Effectiveness:
    Implications for Teams in Schools. School Psychology Review, 1983, in press.

Baysinger, R. T. & Woodman, R. W. The Use of Management by Objectives in
    Management Training Programs. Personnel Administrator, 1981, 26(2), 83-89.

Baysinger, B. D. & Woodman, R. W. Dimensions of the Public Affairs/Government
    Relations Function in Major American Corporations. Strategic Management
    Journal, 1982, 3, 27-41.

Fisher, C. D. & Thomas, J. The Other Face of Performance Appraisal. Human
    Resources Management, 1982, 21, 24-26.

Fisher, C. D. and Gitelson, R. A Meta-Analysis of the Correlates of Role Con-
    flict and Ambiguity. Journal of Applied Psychology, 1983, 68. 320-333.

Mobley, W. H. Some Unanswered Questions in Turnover Research. Academy of
    Management Review, 1982, 7, 111-116.

Mobley, W. H. Supervisor and Employee Race and Sex Effects on Performance
    Appraisals: A Field Study of Adverse Impact and Generalizability. Academy
    of Management Journal, 1982, 25, 598-606.

Peters, L. H., Fisher, C. D. and O'Connor, E.J. The Moderating Effect of
    Situational Control of Performance Variance on the Relationship Between
    Individual Differences and Performance. Personnel Psychology, 1982,
    35, 609-621.

Rubinstein, D. & Woodman, R. W. Spiderman and the Burma Raiders--Collateral
    Organization Theory in Action. Journal of Applied Behavioral Science, in
    press.

Shaw, J. B. & Grubbs, L. The Process of Retiring: Organizational Entry in
    Reverse. Academy of Management Review, 1981, 6, 41-48.

Shaw, J. B. & Riskind, J. H. Predicting Job Stress Using the Position Analysis
    Questionnaire. Journal of Applied Psychology, 1983, 68, 253-261.

Tolchinsky, P. D., McCuddy, M. K., Adams, J., Ganster, D. C., Woodman, R. W.,
    & Fromkin, H. L. Employee Perceptions of Invasion of Privacy: A Field
    Simulation Experiment. Journal of Applied Psychology, 1981, 66, 308-313.

Vickroy, S. C., Shaw, J. B., Fisher, C. D. Effects of Temperature, Clothing
    and Task Complexity on Job Performance and Satisfaction. Journal of Applied
    Psychology, 1982, 67, 97-102.

Woodman, R. W. Creativity as a Construct in Personality Theory. Journal of
    Creative Behavior, 1981, 15, 43-66.

Woodman, R. W., Ganster, D. C., Adams, J., McCuddy, M. K., Tolchinsky, P. D.,
    & Fromkin, H. L. A Survey of Employee Perceptions of Information Privacy
    in Organizations. Academy of Management Journal, 1982, 25, 648-664.

JOURNAL ARTICLES, continued

Woodman, R. W. & Sherwood, J. J. Reply to Carter-Jessop. Journal of Applied Behavioral Science, 1983, in press.

Youngblood, S. A., Mobley, W. H. & Meglino, B. M. A Longitudinal Analysis of the Turnover Process. Journal of Applied Psychology, in press, August 1983.

BOOKS AND BOOK CHAPTERS

Baysinger, B. D. & Mobley, W. H. Employee Turnover: Individual and Organizational Analysis, in K.M. Rowland and G.R. Ferris (Eds.). Research in Personnel and Human Resources Management, Greenwich, Conn.: JAI Press, 1983.

Fisher, C. D. Laboratory research. Method and Analysis in Organizational Research, T.S. Bateman and G.R. Ferris (Eds.), forthcoming.

Fisher, C. D. On the dubious wisdom of expecting job satisfaction to correlate with performance. Reprinted in Motivation and Work Behavior, 3rd edition, L.W. Porter and R.M. Steers, (Eds.), 1983.

Griffin, R. W. & Woodman, R. W. Utilizing Task Redesign Strategies Within Organization Development Programs. Paper presented at the annual meeting of the American Institue for Decision Sciences, San Francisco, Calif., November 1982. (Reprinted in D.D. Warrick (Ed.). Current Developments in Organizational Development, Glenview, Ill.: Scott, Foresman, in press).

Hellriegel, D., Slocum, J. W., & Woodman, R. W. Organizational Behavior, 3rd edition, St. Paul, Minn.: West, 1983.

Mobley, W. H. Cross-cultural Research Implications of a Model of Organizational Withdrawal, in J.L.M. Dawson (Ed.). Readings in Asian Cross-Cultural Psychology, Lisse, Netherlands: Swets & Zerlinger, 1981.

Mobley, W. H. Employee Turnover: Causes, Consequences, and Control, Reading, Mass: Addison-Wesley, 1982.

Taylor, M. S., Fisher, C. D., & Ilgen, D. R. Feedback and its impact on attitudes and behavior. Research in Personnel and Human Resources Management, Volume II. JAI Press, K.M. Rowland and G.R. Ferris (Eds.), forthcoming.

Woodman, R. W. & Muse, W. V. Organization Development in the Profit Sector: Lessons Learned. In J.O. Hammons (Ed.). Organization Development: Change Strategies, San Francisco, Calif.: Jossey-Bass, 1982, 23-44.

Woodman, R. W. & Tolchinsky, P. D. Expection Effects: Implications for Organization Development Interventions. Paper presented at the 42nd Annual Meeting, Academy of Management, New York, August 1982. (Published in Academy of Management Proceedings 1982, 213-217). Reprinted in D.D. Warrick (Ed.). Current Developments in Organization Development, Glenview, Ill.: Scott, Foresman, in press.

PRESENTATIONS

Fisher, C. D., and Clark, B. E. The relationships between communication apprehension and managerial attitudes, behaviur, and performance. Paper presented at the 41st Annual Meeting of the Academy of Mangement, San Diego, August, 1981.

Fisher, C. D. Communication and role stress. Paper presented at the Southern Management Association Annual Meeting, Atlanta, November, 1981

Fisher, C. D. and Goddard, P. Outcomes of socialization. Paper presented at the annual meeting of the American Institute for Decision Sciences, San Francisco, Calif., November, 1982.

Fisher, C. D. and Gitelson, R. A meta-analysis of the correlates of role conflict and role ambiguity. Paper presented at the Southwest Division of the Academy of Management Annual Meeting, March 1983.

Fisher, C. D. The role of social support in organizational socialization. Paper to be presented at the 43rd Annual Meeting of the Academy of Management, Dallas, August 1983.

Mobley, W. H. From Organizational Behavior Research to Manpower Research Utilization. American Pychological Association. Montreal, September, 1980.

Mobley, W. H. Processes as Content and Methodological Priorities of OB Research in the 1980's. Southwestern Academy of Management. New Orleans, March, 1981.

Mobley, W. H. Retention of High Technology Personnel. Executive Enterprises Seminar. Houston, June, 1981.

Mobley, W. H. Effects of Rater and Ratee Race and Sex on Performance Appraisals. Academy of Management. San Diego, August, 1981.

Mobley, W. H. Attitudes, Perceptions, and Intentions to Vote in a Union Certification Election: An Empirical Investigation. Industrial Relations Research Association. Washington, December, 1981 (with S.A. Youngblood and A. DeNisi).

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Woodman, R. W., Futrell, C., & Crawford, J. Organizational Climate and Job Satisfaction in an Industrial Sales Force: An Investigation of the Redundancy Hypothesis. Paper presented at the Annual Meeting of the American Institute for Decision Sciences, Boston, Mass., November, 1981. (Published in AIDS 1981 Proceedings, Volume I, 395-397).

Woodman, R. W. Using Jackson's Return Potential Model to Teach the Concept of Group Norms. Paper presented at the 42nd Annual Meeting of the Academy of Management, New York, August, 1982.

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Woodman, R. W. A Proposed Process Model of Organizational Innovation. Paper presented at the Southwest Division, Academy of Management, Houston, TX., March, 1983. (Published in 1983 Proceedings, 189-193).

MASTERS THESES

Eulberg, J.R. Participative job design: A review of the literature, theoretical model, and empirical test. Texas A&M University, May 1983.

Weekley, J.A. The effects of objective workload variations on behavioral, physiological and psychological indices of strain. Texas A&M University, December 1981.

Goretsky, C.H. The effects of social information, co-worker credibility and social cue unanimity on task perceptions and satisfactions. Texas A&M University, August 1983.

Determinants of Organizational Commitment. Commitment is often consi-
dered to be one outcome of successful newcomer socialization. Data on
determinants of organizational commitment and turnover among Chinese em-
ployees of both Western owned and Taiwan owned firms were collected prior
to the start of this contract. The results showed that many of the antece-
dents of commitment (Mowday, Porter & Steers, 1981) and many of the antece-
dents of turnover (Mobley, 1982) were common in both Western and Taiwan
owned companies. This study is presented in TR-ONR-2 (Personal, Role,
Structural, Alternative, and Affective Correlates of Organizational Commit-
ment, Mobley and Hwang, January 1982), and was the basis for a paper pre-
sented at the International Congress of Applied Psychology in July, 1982.

Measurement of Job Transition Difficulty. Initial work has been con-
ducted to determine the potential of the Position Analysis Questionnaire
(PAO), the Job Activity Preference Questionnaire (JAPO), and the Job Behav-
ior Experience Questionnaire (JBEO) for measuring those factors directly
related to job duties which might affect the ease with which workers can
transfer from one job to another. Basic psychometric work was conducted on
the JAPO and JBEO. Reliability and factor analytic analyses were carried
out and reported in TR-ONR-3 (The Reliability and Factor Structure of the
JAPO and the JBEO, Shaw and Goretsky, January 1982). Possible future uses
of these measures would be to determine whether job similarity affects the
ease of transition from one job to another (PAO), whether having had past
experience with behaviors required by the new job facilitates adjustment to
a new job (PAO, PBEO), and whether preference for behaviors required in the
new versus old job affects adjustment (PAO, JAPO).

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Social Influences on Job Perceptions. A laboratory study was conducted to examine the effects of task related information provided by coworkers in a "redesigned task" situation on worker perceptions of the new task and performance on the new task. This study was released as TR-ONR-1 (The Effects of Socially Provided Task Information of Task Perceptions, Satisfaction, and Performance, Shaw and Weekley, September 1981). Coworkers seem to be a favored source of information for newcomers, so their influence is deserving of continued investigation. A Master's thesis by Charles Gortsky on socially provided task cues is nearing completion and will be reported this fall.

Meta-Analysis of the Relationships Between Role Conflict and Ambiguity and Indicators of Organizational Adjustment. Role conflict (receiving incompatible job demands) and role ambiguity (being unclear about one's duties, how to accomplish them, or how performance is evaluated) are common problems in organizations. Role ambiguity is particularly likely to be a problem for newcomers. A number of studies have investigated the relationships between conflict and ambiguity and variables which are considered indicators of successful socialization (e.g., innovation, job satisfaction, commitment, etc.). However, the results of these studies have not always been consistent. There is also weak evidence that other factors, such as organizational level, may moderate the relationships between role conflict and ambiguity and adjustment variables.

A technique has recently become available for statistically aggregating the results of many samples or studies in order to arrive at a quite precise estimate of the true population value of a relationship (Hunter, Schmidt, & Jackson, 1982). The technique may also show that the apparently

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conflicting results of similar studies are merely artifacts of sample size
and differential instrument reliability, or may reveal that variability
across study results is due to something more substantive, such as a moder-
ator variable.

This technique, called "meta-anaysis," was applied to the results of
43 studies from the role conflict and ambiguity literature. For some of
the 19 correlates of conflict and ambiguity which were investigated, the
apparently conflicting results of past studies were shown to be due to sam-
pling error rather than substantive variations in population values.
Other conflicting results could be explained via moderated meta-analysis,
with job type (lower level, professional, managerial) as the moderator.
For yet other correlates, past conflicting results could not be explained
away, and may depend on additional moderators or additional statistical
artifacts which were not feasible to investigate in this study. These
results have been released as TR-ONR-7 (A Meta-Analysis of the Correlates
of Role Conflict and Ambiguity, Fisher and Gitelson, May 1982) and have
also been presented at the Southwest Academy of Management Annual Meeting
in March 1983, and have been published in the Journal of Applied
Psychology, 1983, 68, 320-333.

An Investigation of Disconfirmed Expectations. Expectations play an
important role in the organizational transfer and socialization problems we
have been investigating. Much research on expectations has focused on the
"main effect" of expectations (e.g., Pygmalion effects). A major corollary
issue exists with regard to discrepancy effects -- affective and behavioral
changes that occur as a result of expectations not matching actual events.
At least three social psychological theories offer possible explanations

for discrepancy effects: cognitive dissonance or assimilation, contrast, and assimilation-contrast. Each suggests that individuals are likely to respond in different ways when their expectations are not congruent with the actual future state. Our objective in this study has been to determine which body of theory provides the best prediction of discrepancy effects.

The sample for this research was 160 applicants to the Texas A&M University, College of Business Administration Fellows Program. The Fellows Program selects undergraduate business students with high leadership potential and provides internship and other educational opportunities for those selected. Applicants were measured on a variety of expectations, perceptions, and attitudes at three points in time: prior to selection interviews for the program, immediately following the interviews, and immediately following final selection (or rejection) as a CBA Fellow.

All data for the study has been collected, coded, and entered into computer data storage. These data are currently undergoing anlaysis and, if results warrant, will be reported as part of our technical report series and through academic publications.

Future Plans

During the third year of the grant (commencing in May, 1983), it is our intention to work toward further applications of what we have learned in years one and two, and to complete ongoing work which was begun during the first two years.

Upcoming Applied Research. Negotiations are underway to determine which applications are of most interest and utility to the Marine Corps. The development of an intervention to facilitate overseas transfer is one possible project. A second possibility would be to explore a phenomenon

which was frequently observed during interviewing at Camp Pendleton and in Okinawa. This is "boredom."

Many soldiers complained of boredom during the times that they were not actively engaged in training maneuvers. These feelings of boredom seemed to affect their entire attitude toward the Marines, and to occur in conjunction with dysfunctional coping behaviors such as excessive drinking and brawling. At the same time, other Marines exposed to the same objective environment were not at all bored. They took advantage of the opportunities for entertainment that were provided by the Marine Corps, or they creatively developed satisfying activities on their own. These individuals were much more satisfied and better "adjusted" on both objective and subjective criteria.

We think it would be quite interesting and productive to explore the causes and additional effects of boredom proneness -- is it a stable personality characteristic, is it conditioned by early experience in the Marines, or is it conveyed by the social influence of an immediate peer group with a norm for boredom? Findings might have implications for both selection and subsequent treatment of enlistees.

Whether or not boredom becomes the central thrust of our third year research, we do plan to pursue the idea. A Master's student is doing her thesis on types of work boredom, and preliminary efforts to produce a review and conceptual paper on both "work" and "whole life" boredom are underway.

Completion of Ongoing Research. Reports will be produced in the up coming year which present the final results of the Marine Corps Unit Rotation Study, the Senior NCO Individual Transfer Study, the Turkish Expatri-

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ate Study, the expectations experiment, and the second social influence on job perceptions laboratory study. In addition, at least two reports on boredom are expected to result from the activities already in progress.

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